



## TWI Institute Model for the Delivery of One or Two J Classes

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### **OVERVIEW**

The TWI Institute designed the week of training to provide a wide variety of employees with an opportunity to learn the TWI method by applying it in their workplace. Job Relations (JR) class introduces the concept of applying humanism in the workplace to prevent or solve people problems. Job Instruction (JI) class provides a hands-on opportunity for people to learn the JI method to break down a job and use that breakdown to teach others how to quickly learn to do that job. After work processes have been stabilized, Job Methods (JM) class follows to teach supervisors how to engage workers in a continuous improvement process. In the TWI model each ten hour class (11 hours for JM) is accompanied by ten hours of work coaching within the company which includes coaching for trainers and presentations to decision makers. The presentations assist decisions makers in understanding how company trainers can use TWI training as an integral part of their improvement strategy.


### **IMPLEMENTATION**

No two companies are alike and no two plants in the same organization have the same culture. The schedule on the next page serves as a template for one week of training. To meet the unique needs of each company, the schedule will need to be modified; however, the time allotted should not be reduced. For each J class the following will occur:

- The delivery of each class to eight to ten participants (The mix of people should include company trainer candidates, team leaders, informal floor leaders, operators, support staff, and union representation.)
- Flexible scheduling to allow participation of people who work on different shifts
- Observation of the class by decision makers to foster support for the people being trained
- Gemba activities that include application of skills taught in the class
- A meeting for management, engineers and planners on the role of TWI in job standardization, employee morale, lean initiatives, change management, process improvement, etc.
- Consultation on problem jobs or other problem areas and how TWI can be used as a remedy
- Consultation on TWI roll-out or pilot project strategy and implementation

The schedule on the next page is based on the delivery of two J classes. For one class use the 8 AM to 12 PM schedule as a template. One master trainer can deliver a maximum of two classes in a week. The two J classes can be the same or any combination of JI, JR, JM, or JS. It is recommended JM be completed following a successful implementation of JI.

## Schedule for the Delivery of Two J classes

	8 AM	9	10	11	12PM	1	2	3	4	5 PM
		<b>J Class 1 Sessions</b>		<b>Gemba<sup>1</sup> Activities</b>			<b>Gemba Activities</b>		<b>J Class 2 Sessions</b>	<b>Other Activities</b>
<b>M</b> <b>o</b> <b>n</b>		<b>Class 1 Session One (3 hours for JM)</b>		<b>Plant tour for TWI Instructor<sup>2</sup></b>	<b>L</b>		<b>Group Work: Plant Floor e.g. Review/List Jobs For Job Instruction Breakdown or Job Methods Breakdown</b>		<b>Class 2 Session One (3 hours for JM)</b>	
<b>T</b> <b>u</b> <b>e</b>		<b>Class 1 Session Two</b>		<b>Review of TWI History and Lean Connection<sup>3</sup></b>	<b>U</b>		<b>One-on-One Plant Floor Coaching Visits</b>		<b>Class 2 Session Two</b>	<b>Example: Dinner with the President, Plant Manager and/or the TWI Champion</b>
<b>W</b> <b>e</b> <b>d</b>		<b>Class 1 Session Three</b>		<b>One-on-One Plant Floor Coaching Visits<sup>4</sup></b>	<b>N</b>		<b>Group Work: Plant Floor E.g. Group Breakdown Practice on Plant Floor<sup>5</sup></b>		<b>Class 2 Session Three</b>	
<b>T</b> <b>h</b> <b>u</b>		<b>Class 1 Session Four</b>		<b>One-on-One Plant Floor Coaching Visits</b>	<b>C</b>		<b>Group Work: E.g. Review of Plant Floor Breakdown and Breakdown Fundamentals</b>		<b>Class 2 Session Four</b>	<b>Example: Dinner Meeting with Key Implementers</b>
<b>F</b> <b>r</b> <b>i</b>		<b>Class 1 Session Five</b>		<b>Group Work: Plant Floor e.g. Practice Demonstration Of a Job Instruction<sup>6</sup></b>	<b>H</b>		<b>Class 2 Session Five</b>			

### NOTES:

- 1 The actual place of work, shop floor
- 2 The TWI Trainer needs to have a good understanding of the work processes and plant layout to be able to find participants for individual follow-up. This can also be a time to discuss the TWI rollout and/or pilot projects.
- 3 Participants can understand how TWI fits into their current lean progress by reviewing the history of TWI and Lean.
- 4 The trainer visits each participant individually in their work area to discuss the job they will demonstrate in class. The trainer gives appropriate guidance and instruction without telling them what to do.
- 5 Breaking down jobs is the most difficult part of Job Instruction and Job Methods, therefore, additional time on the shop floor provides much needed practice.
- 6 As a final practice, selected jobs may be brought out of the classroom and onto the floor to see an actual application in the real worksite.